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27 April 1973

MEMORANDUM FOR: Deputy Director for Intelligence

SUBJECT : OCI's Manpower

1. You have asked us to report how we propose to align ourselves to

--accommodate reduced ceilings

--adjust to the new production guidelines

--shift emphasis to the more important countries

2. We have reviewed our professional manpower needs with these goals in mind and have come up with the tentative allocations shown in Attachment A. These will give us:

a. A reduction of overhead and development complement from [] including a larger White House Support Staff.

b. A split of Europe Division into Eastern Europe and Western Europe Divisions. In a situation requiring great emphasis on both, the attention span required of one Division Chief is too great. This change will be conditional on finding a chief and two deputies of high quality.

c. A reduction in branches from [] with the high grades thus freed to be allocated to senior analysts.

d. A reduction in effort on Vietnam, Latin America, and Africa. (The reduction in Africa is not as great as the chart shows; [])

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e. Maintenance or increase of effort on the USSR, China, Western Europe and the Middle East. The Middle East countries are reallocated to focus on the two major problems for US policy in the area.

3. In addition to our adjustment to the Production Guidelines, we will make a number of other changes in function. These include:

a. The increased effort in support of the WHSR.

b. A substantially greater research effort on major problems. A tentative program is included as Attachment B.

c. Some realignment of our publications. This is not yet fully worked out, but will certainly include elimination of the Handbook series and probably of at least the White CIB.

d. Increased production of higher-quality analytic memoranda. We have formed an experimental group under [REDACTED] for this purpose. Our best analysts will be detailed to this group for specific papers. We plan to review the project in a few months, and at that time either cancel or make it permanent. It is not now reflected in the proposed T/O.

4. To add a program of this kind to our existing requirements will stretch us at the levels of analytic manpower we have projected. It will also considerably reduce our flexibility in outside assignments, training, etc. Any further reduction of the analytic base will require an end to across-the-board coverage of all incoming traffic on all countries, the concept on which OCI has always functioned. It will also eliminate the last remaining US intelligence coverage of a number of minor countries.

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5. We will also need better people than we have had in the past. By the excess route we have cut deeply into the poor performers, and the figures on the chart show our success in moving these people out of line analytic functions. To the extent possible, this process will continue with the "next worst" group. Nonetheless we will still have a number of analysts who are competent at routine current intelligence reporting but cannot write the deeply analytic papers now required. We will be trying to identify early those on board who can write such papers, and confine our recruiting efforts to others who clearly have the potential. Over time, we should end up with our routine coverage of the less important countries totally in the hands of the pedestrian performers, while the caliber of people on the major targets will be substantially higher than it is now.

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6. This program calls for a reduction in professional ceiling of positions. A proportional reduction of clerical positions would be Our present ceiling is originally scheduled to go down to in FY74. With no other changes in function, we should be able to do our job with a ceiling of professional and clerical, by end FY74. (Below this point OCI's clerical ceiling becomes rather inflexible because about of these positions are in the Registry and Courier Branch, which we operate for the Agency as a whole.)

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7. Various organizational changes now under study will affect this ceiling if adopted:

a. NIS. Attachment A shows professional man years allocated to the NIS in FY74. All the options included in OBGI's draft memorandum will reduce this figure, but even a decision that CIA will not produce any basic intelligence would not eliminate positions. This is partly because our figures are in man years scattered across the office, partly because we will still have a residual data base function, and partly because we must maintain across-the-board coverage. We estimate that the maximum cut for OCI would be about positions.

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